



Public Service Commission  
of Canada

Commission de la fonction publique  
du Canada



# **Public Service Commission of Canada**

## **2009-2010 Estimates**

### **Report on Plans and Priorities**

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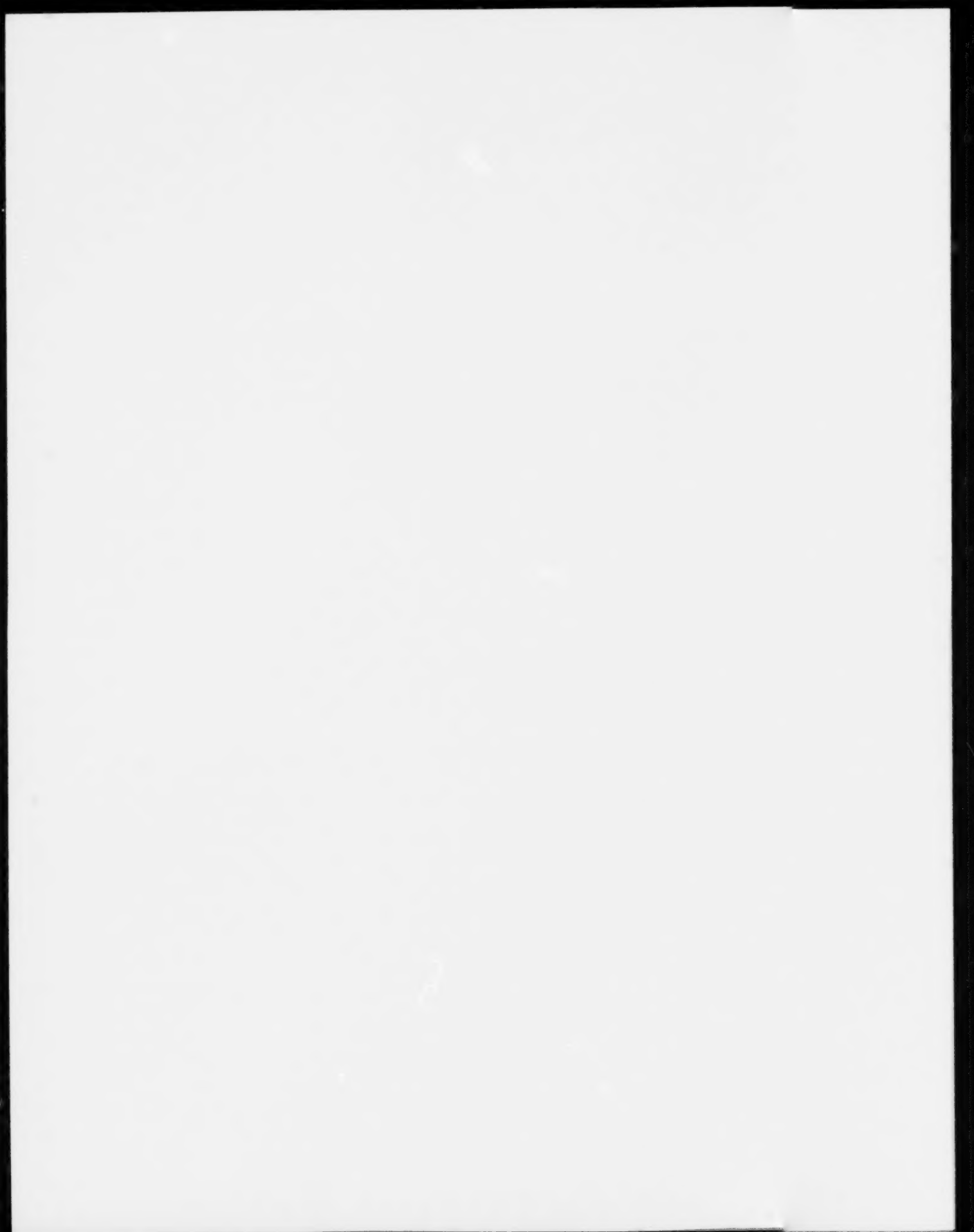
The Honourable James Moore, P.C., M.P.  
Minister of Canadian Heritage and Official Languages



**Public Service Commission of Canada  
2009-2010 Report on Plans and Priorities**

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## President's Message



I am pleased to present the Public Service Commission's (PSC) 2009-2010 Report on Plans and Priorities (RPP).

The PSC is an independent agency reporting to Parliament, mandated to safeguard the integrity of the public service staffing system and the political neutrality of the public service. In addition, the PSC recruits qualified Canadians from across the country.

Our goal with this report is to provide Parliament with detailed and accurate information about our organization's plans and priorities during this planning period and the strategies we will use to achieve our objectives.

Our strategic outcome has remained constant — to provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.

The PSC's key priorities for 2009-2010 are to:

- I. Put in place a well-functioning delegated staffing model;
- II. Provide independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service;
- III. Enable organizations to manage their delegated responsibilities;
- IV. Provide integrated and modernized staffing and assessment services; and
- V. Build on the model organization.

We will work with departments, agencies and deputy heads to put in place a well-functioning delegated staffing system in which expectations are clear and accountability reporting is streamlined. We will also continue to support organizations in managing their delegations by providing policy guidance, advice and services to sustain the progress made in achieving a values-based staffing system. To ensure that our policies remain efficient and effective, this year we will initiate a review of the PSC Appointment Policy Framework in preparation for the five-year legislation review required by the *Public Service Employment Act* (PSEA) for December 2010.

Effective oversight and accountability are also critical in a delegated model. Work continues on improving our audit and monitoring activities. An Independent Review Committee has recently completed a review of our current oversight activities. The Committee confirmed the appropriateness of the PSC's current approach to oversight and level of effort and provided a number of valuable recommendations to support ongoing improvements. We are pleased to receive the Committee's report and will be working to implement their recommendations as we strengthen our oversight role.

Further refinements are being made to departmental/agency reporting to focus more on results as well as to reduce the administrative burden. These refinements will also provide organizations with more timely feedback on their staffing performance.

We have invested heavily in modernizing and transforming our services. More of our services are now provided on a cost recovery basis; those revenues are used to deliver innovative services to clients across government. Ongoing advice on the PSC's staffing and assessment services will be provided by a Deputy Minister Advisory Committee.

During this reporting period, the federal public service will be entering into the fourth year of implementing the PSEA. We will be continuing our work in preparation for the five-year review of the legislation.

The PSC will begin to implement the results of our participation in the Horizontal Review of Human Resources Management. Every effort will be made to manage this budget reduction through increased efficiencies.

I would like to thank our employees, who continue to show resilience during a period of remarkable change. Their efforts have strengthened our commitment to build a model organization. We will be moving forward with action plans to improve our work and our workplace, based on the feedback provided by employees in our twice-a-year surveys.

We look forward to working with Parliamentarians to fulfill our mandate and help ensure that Canadians continue to be served by a highly competent, non-partisan and representative public service, dedicated to excellence and able to meet future challenges.

---

Maria Barrados, PhD  
President  
February 3, 2009

## **Section I – Public Service Commission Overview**

### ***Raison d'Être and Responsibilities***

#### **Raison d'être**

The Public Service Commission (PSC) is dedicated to building a public service that strives for excellence. We protect merit, non-partisanship, representativeness and the use of both official languages.

We safeguard the integrity of staffing in the public service and the political impartiality of public servants. We develop policies and guidance for public service managers and hold them accountable for their staffing decisions. We conduct audits and investigations to confirm the effectiveness of the staffing system and to make improvements. As an independent agency, we report our results to Parliament.

We recruit talented Canadians to the public service, drawn from across the country. We continually renew our recruitment services to meet the needs of a modern and innovative public service.

#### **Principles to Guide our Actions**

In serving Parliament and Canadians, we are guided by and proudly adhere to the following principles:

- **INTEGRITY** in our actions;
- **FAIRNESS** in our decisions;
- **RESPECT** in our relationships; and
- **TRANSPARENCY** in our communication.

#### **Responsibilities**

On behalf of Parliament, the PSC safeguards the integrity of staffing and the non-partisan nature of the public service. In this respect, the PSC works closely with government but is independent from ministerial direction and is accountable to Parliament. The PSC's mandate is threefold.

First, the PSC is mandated to appoint, or provide for the appointment of, persons to or from within the public service. The PSC provides staffing and assessment functions and services to support staffing in the public service.

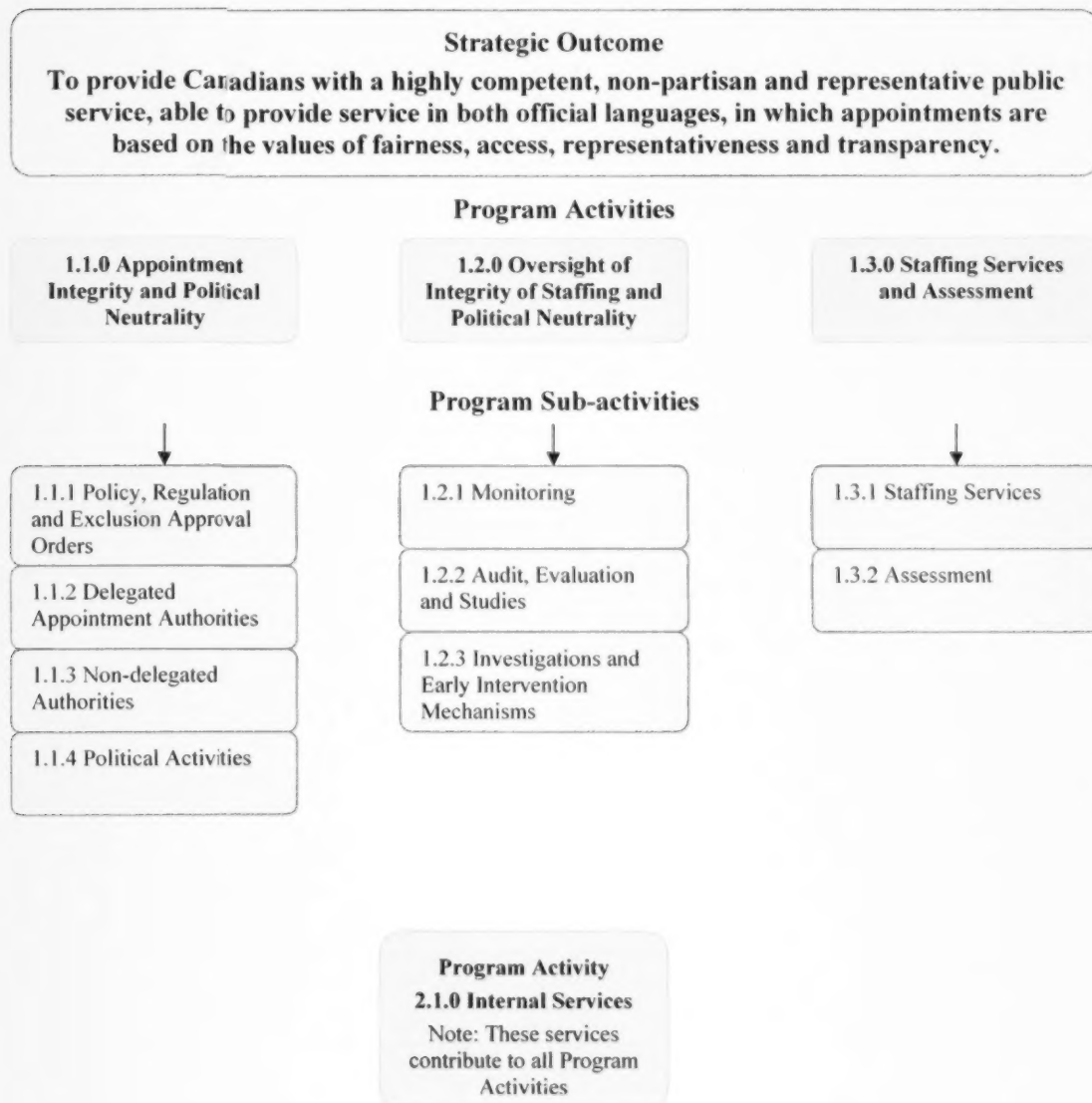
Second, the PSC is mandated to oversee the integrity of the staffing system and ensure non-partisanship. This oversight role includes maintaining and interpreting data on the public service, carrying out audits that provide assurance and make recommendations for improvements and conducting investigations that can lead to corrective action in the case of errors or problems.

Third, the PSC is mandated to administer provisions of the *Public Service Employment Act* (PSEA) related to the political activities of employees and deputy heads.

🔗 - Organizational information can be found in the electronic version of this document on the publications section of the PSC's Web site at <http://www.psc-cfp.gc.ca>.

## ***Public Service Commission's Strategic Outcome and Program Activity Architecture***

In order to effectively pursue its mandate, the PSC aims to achieve the following strategic outcome. The chart below illustrates the PSC's complete framework of program activities and program sub-activities that contribute to the achievement of the PSC's strategic outcome.



## Planning Summary

### Financial and Human Resources

Resources	2009-2010	2010-2011	2011-2012
Financial (\$ thousands)	95,120	94,977	86,551
FTEs	989	989	936

### Planning Summary Table

To measure the progress and contribution made toward its strategic outcome, the PSC has identified medium-term expected results (intermediate outcomes) under each program activity, over the three year planning period, as indicated below.

Strategic Outcome: To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.						
Program Activity / Alignment to PSC Priorities*	Medium-Term Expected Results	Forecast Spending	Planned Spending (\$ thousands)			Alignment to Government of Canada Outcomes
		2008-2009	2009-2010	2010-2011	2011-2012	
Appointment Integrity and Political Neutrality Priority I, III, V	Recruitment strategies and staffing practices, consistent with the PSEA and the PSC's strategic outcome, are implemented across the public service	9,943	10,672	10,628	10,628	Government Affairs Safeguarding and fostering the integrity and political neutrality of public servants
Oversight of Integrity of Staffing and Political Neutrality Priority I, II, III, V	Organizations have implemented PSC monitoring and audit recommendations and corrective action as a result of investigations that contribute to safeguarding the integrity of staffing and political neutrality Enhanced risk-based oversight of the integrity of public service staffing	21,513	21,706	21,677	21,677	
Staffing Services and Assessment Priority III, IV, V	Staffing and assessment services and products meet the business needs of clients and are consistent with the PSEA and the PSC's strategic outcome	38,761 <sup>1</sup>	30,660 <sup>1</sup>	30,548 <sup>1</sup>	22,664 <sup>1</sup>	
Internal Services Priority V	Sound, effective and efficient management practices and support functions for the delivery of the PSC's mandate	35,216	32,082	32,124	31,582	
Total Planned Spending		105,433 <sup>1</sup>	95,120 <sup>1</sup>	94,977 <sup>1</sup>	86,551 <sup>1</sup>	

\* The PSC has four operational priorities and one management priority in support of its strategic outcome for FY 2009-2010.

Note 1. Excludes expenditures of \$12,350K for 2008-2009 and \$14,000K for the next three years related to net voting activities for assessment and counselling services offered on a cost recovery basis.

## Contribution of Priorities to the Public Service Commission Strategic Outcome

To achieve the PSC's strategic outcome during the planning period, the PSC has chosen to focus its attention and resources on the following priorities.

### Operational Priorities:

#### Priority I: Put in place a well-functioning delegated staffing model

Type of Priority: New

The PSEA and the PSC's appointment framework enable departments and agencies to design their staffing processes to address their own situations and needs.

After more than two years under the PSEA, the public service can now be described as functionally operating under a fully established delegated staffing regime. Although organizations have made progress in implementing the PSEA, continued effort is required to achieve its objectives. Adjustments to the PSC's policy suite have also been made based on early experience. The PSEA requires a review of the Act five years after coming into force. In a well-functioning delegated model, the PSC must ensure the following:

- Clarity on what is expected of departments and agencies;
- Dialogue and support to facilitate a shared understanding of PSEA objectives and values;
- Effective monitoring activities to identify issues and concerns; and
- Provision of feedback and corrective action, as required.

#### Selected planning highlights include the following:

- Contribute to the five-year legislative review (pages 23 and 25);
- Carry out a Policy Review (page 23) to ensure that policies give effect to the legislative requirements and support the staffing values of a well-functioning delegated model;
- Actively engage stakeholders to seek their perspectives on the issues and improvements needed for the PSEA (page 23); and
- Refine the Staffing Management Accountability Framework (SMAF) and the Departmental Staffing Assessment Report (DSAR) process to ensure more rigorous assessments and reporting of the overall integrity of the staffing system to Parliament (page 25).

**Priority II: Provide independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service**

**Type of Priority:**  
Previously committed

The PSC, on behalf of Parliament, oversees the integrity of the staffing system and the political impartiality of the public service. To fulfill its accountability to Parliament, the PSC has developed and continues to refine on an ongoing basis a continuum of oversight mechanisms and tools.

Monitoring, audits, evaluations and statistical studies allow the PSC to examine the staffing activities of departments and agencies and to analyze government-wide issues.

The PSC conducts investigations of external appointments under the PSEA, internal and external staffing processes where fraud or political influence is suspected, or alleged improper political activities by public servants. It can also conduct investigations into internal staffing at the request of deputy heads.

**Selected planning highlights include the following:**

- Implement recommendations from the PSC Oversight Review (page 25);
- Monitor departments and agencies to ensure their compliance with legislative requirements of the PSEA (page 25);
- Improve outreach and co-ordination on oversight activities with organizations and auditors across government through proactive presentations and increased consultation with key stakeholders (page 25);
- Maintain and improve ongoing operations with respect to political activities. Activities will focus on assessing requests, monitoring compliance, supporting departments/agencies and strengthening a communication strategy to ensure that employees are aware of their obligations (page 23); and
- Increase capacity to conduct investigations by ensuring efficient handling of investigative cases and ensuring that results are timely, informative and relevant (page 25).

**Priority III: Enable organizations to manage their delegated responsibilities**

**Type of Priority:**  
Previously committed

While organizations have made progress in implementing the PSEA, ongoing efforts are required to fully transform the practices and processes for recruitment and staffing in the public service.

The PSC implemented a new DSAR and SMAF in 2007-2008 to increase focus on results and on the staffing values as well as on the key areas needed to succeed with the PSEA. This new approach enables organizations to utilize the information contained in these reports as "an early warning system" to indicate where further efforts are required to improve management performance under the PSEA and to adjust their staffing strategies and activities, as necessary. The PSC expects organizations' performance to improve over time as they gain experience with this new approach.

By setting out clear expectations of a well-managed appointment system and by providing guidance, advice and services, the PSC enables deputy heads to more effectively manage their delegated responsibilities.

**Selected planning highlights include the following:**

- Refine the DSAR and SMAF to further reduce reporting burden for small organizations (page 25), and to provide more timely data to departments and agencies;
- Review and refine the data collection processes for estimating Employment Equity (EE) group statistics for reporting purposes (page 23);
- Provide staffing and assessment advice and services that support the needs of managers in departments and agencies and enable them to focus on their delegated responsibilities (pages 27-28); and
- Continue to provide timely authoritative advice and interpretation regarding priority entitlements and continue to refine the priority system to respond to public service-wide need for accurate and timely information (page 23)

**Priority IV: Provide integrated and modernized staffing and assessment services**

**Type of Priority:**  
Previously committed

The PSC is committed to providing modernized staffing and assessment services on an expanded cost recovery basis. The PSC will ensure that the services it provides meet the needs of deputy ministers through the creation of a Deputy Minister Advisory Committee on PSC staffing and assessment services.

**Selected planning highlights include the following:**

- Develop overall infrastructure and capacity to support a cost recovery environment (pages 27 and 28);
- Ensure solid business performance by understanding and adapting to the changes in market demand for the PSC's services (pages 27-28);
- Ensure PSC-wide support and internal collaboration to facilitate further transitioning of staffing and assessment services to a cost recovery environment (pages 27-28); and
- Provide additional online staffing tools to support Deputy Ministers to meet PS Renewal objectives and improve staffing efficiency and effectiveness, pending development of a more comprehensive staffing solution (Public Service Staffing Modernization Project (PSSMP)) (pages 27-28).

**Management Priority:**

**Priority V: Build on the model organization**

**Type of Priority:**  
Previously committed

To ensure sound, effective and efficient management practices and employee engagement for the delivery of the PSC's mandate.

**Selected planning highlights include the following:**

- Continue to ensure strong financial management and controls and to have independently audited financial statements (page 30);
- Implement a talent management framework that will focus on recruitment, development and retention strategies at all levels (page 30); and
- Continue to undertake a semi-annual "Employee Engagement Survey" designed to take the pulse of employees and establish action areas for improvement (page 30).

## **Risk Analysis**

### **Public Service Commission Operating Environment**

The public service of Canada operates in a complex environment. The pace of change, demands for citizen involvement, advances in technology and increased focus on transparency and accountability all have an impact on public servants and on the way in which they carry out their duties.

The federal public service is facing significant challenges with respect to its demographics. The public service continues to experience the departures of the “baby boomers”; retirements have almost quadrupled over the last five years. These departures, combined with the growth in the public service, generate a high level of mobility which includes appointments to the public service, promotions, lateral movements and acting appointments. Mobility of the public service has steadily increased each year, from 30% in 2004-2005 to 42% in 2007-2008. Mobility impacted certain groups more than others, notably the Personnel Administration Group (PE), the Economics, Sociology, Statistics Group (ES) and the Executive Group (EX). The nature and level of mobility in the public service reinforces the need for Human Resources (HR) planning to address organizational requirements.

Moreover, the increased staffing activity, coupled with the ongoing implementation of the PSEA, affect the workload of those in the HR community.

Departures, however, provide an opportunity to renew the public service. Canadians continued to demonstrate their interest in the public service in 2007-2008. There were more than 22 million visits to the PSC [jobs.gc.ca](http://jobs.gc.ca) Web site and one million applications in response to 11,000 advertised positions. The Post-Secondary Recruitment (PSR) campaign in the fall of 2007 received over 48,000 applications from graduates who applied for positions in 40 career streams across the public service. As a result of PSC post-secondary recruitment initiatives, over 1,700 graduates were hired by federal organizations as of July 2008 — with additional appointments continuing to be made. A corporate approach such as PSR is one way the public service can compete more effectively for the smaller cohort of new workers as well as develop targeted approaches to recruit candidates who are representative of Canada’s diverse population.

Human resource management (HRM) continues to be of interest to the government. In its Second Report of the Prime Minister’s Advisory Committee on the Public Service, led by the Right Honourable Donald F. Mazankowski and the Honourable Paul Tellier, released in February 2008, the committee observed that the HR governance structure was overly complex. The Committee recommended that deputy ministers be clearly recognized as having primary responsibility and accountability for HRM, that there should be a single, smaller central agency to support the leadership responsibility of departments and agencies on HRM and that it was essential to reaffirm the responsibility of the PSC, an independent agency, for safeguarding merit in appointments and the non-partisanship character of the federal public service. As recommended by this report, the PSC will involve deputy ministers in the governance of the recruitment and related services it provides on a cost recovery basis.

In the Fifteenth Annual Report to the Prime Minister on the Public Service of Canada, the Clerk of the Privy Council identified the need to continue to build on the four priority areas that are set out in the Public Service Renewal Action Plan four key areas: HR planning, recruitment, employee development and enabling infrastructure. The November 2008 Speech from the Throne confirmed support for the renewal of the public service. The PSC will continue to support departments and agencies with their renewal efforts.

In 2009-2010, the federal public service will be entering into the fourth year of the PSEA which came into effect in December 31, 2005. The federal public service can be described as operating under a fully delegated staffing regime with deputy heads in charge of and accountable for their staffing processes. Departments and agencies have made an important start, but further progress is required in the areas of HR planning, organizational HR support systems and managerial accountability. Organizations that lack internal HR support can continue to request staffing and assessment services and support from the PSC.

The PSEA enables the PSC to delegate its appointment authorities to deputy heads and, through them, to their managers. The intention of the Act is to give managers the flexibility required to staff, manage and lead their personnel in achieving results for Canadians. As such, the PSC must ensure that it clearly communicates its expectations to managers and that there is a common understanding of PSEA values. A highly delegated environment adds to the complexity of its operating environment as the PSC continues to be responsible for the overall integrity of the staffing system.

### **Internal Challenges and Risks**

The PSC must also address its internal challenges. As we prepare for the five-year legislative review of the PSEA, the PSC must ensure that there is sufficient capacity to prepare for the review in parallel with ongoing operations. It will be important for the PSC to focus on developing its employees and ensuring sufficient capacity to meet its priorities.

The PSC is undertaking extensive and ongoing client outreach and consultations to position PSC products and services to meet actual and forecasted demand. The increased and current knowledge of client needs will enable the PSC to have the right mix of resources to continue to develop and deliver excellent staffing and assessment solutions to departments and agencies. The PSC is able to rely on historical demand and trends through its Public Service Resourcing System (PSRS) and sales of Personnel Psychology Centre (PPC) products and services. A comprehensive and integrated client outreach strategy and plan will be implemented in 2009-2010.

The PSC will be active in seeking information on expanding programs that require significant hiring of talent, and position itself to meet the client organization's needs.

The newly created DM Advisory Committee will provide the PSC with valuable insight into the services of Staffing and Assessment Services Branch (SASB), their continued relevance and opportunities to provide new and innovative solutions for client organizations. This committee

will also serve as an important focus group for new and innovative products prior to their implementation.

A client survey has been developed and will be sent to clients immediately after services are rendered, thereby enabling SASB to have immediate feedback to improve, refocus, and redesign services.

The PSC's current financial authorities also generate challenges and risks. These authorities do not provide the flexibilities required to facilitate management in a cost recovery environment. The PSC has obtained the authority from Treasury Board Secretariat (TBS) to charge for some of its assessment and counselling services and products and re-spend the revenues earned. However, there is no mechanism in place to fund and match some of our expenditures on cost recovery activities against revenues that will be received in a future year. The PSC will continue to explore funding options with TBS to address these challenges.

Funding for the Government of Canada's existing e-recruitment system, the Public Service Resourcing System, will end in March 2011. Through its electronic application processing and screening capability, PSRS has helped departments and agencies manage more than one million job applications per year and has supported increased access to jobs for Canadians through the use of National Area of Selection (NAOS). The Government of Canada's recruitment capacity and its ability to sustain NAOS is dependent on an effective electronic means to manage the volume of job applications. In 2009, the PSC will bring forward a business case for a solution to electronically handle both internal and external staffing beyond 2011. Challenges include identifying a source of funds for this work. Failure to move forward with modern processes and common systems and tools will impede public service modernization and renewal and result in costly duplication and overlap and slower and more costly hiring.

As a result of our participation in an HR Horizontal Strategic Review, savings through increased efficiencies and use of cost recovery were identified. Budget reductions resulting from the Strategic Review will need to be addressed through increased efficiencies.

A review of the PSC's oversight function (excluding investigations and political activities), initiated by the PSC, was completed in January of 2009. The Review was conducted under the direction of an independent review committee.

The objectives of this review were to determine the appropriateness of the approach and level of effort of the PSC oversight function and to identify opportunities for improvement, while respecting the PSC's statutory obligations. The Committee confirmed the appropriateness of the PSC's current approach to oversight and level of effort and provided a number of valuable recommendations to support ongoing improvements. The PSC has accepted the recommendations in the final report and will be working to implement them over the planning period.

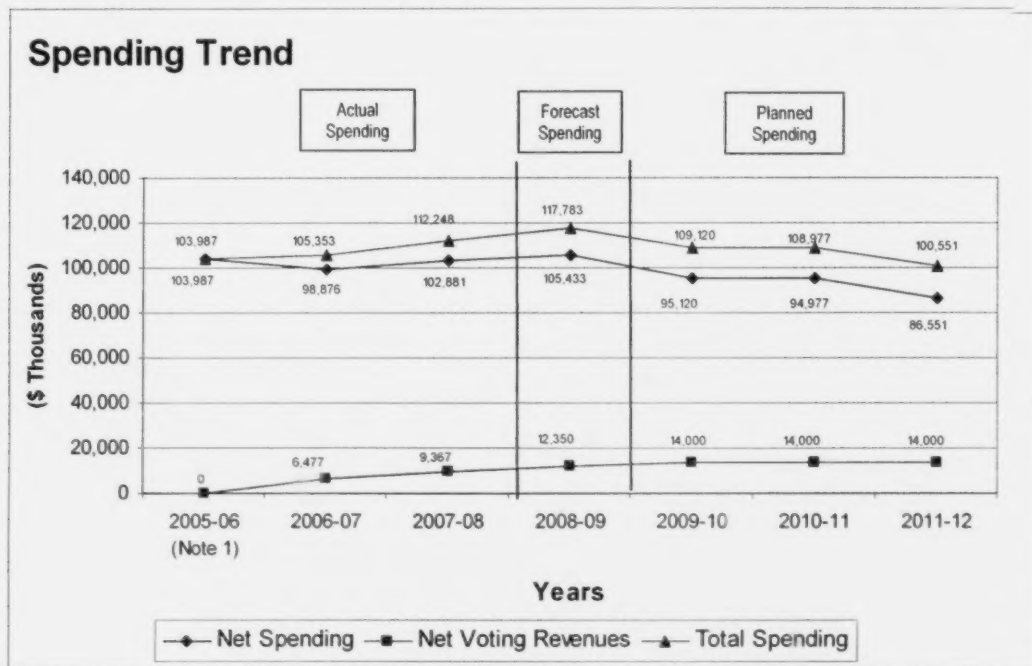
## **Corporate Risk Profile and Mitigation Strategies**

The PSC has identified specific challenges and risks emerging from the complex environment in which it operates. Information regarding the PSC's challenges and risks emerging from both the external and internal environments, as well as mitigation strategies, can be found in the electronic version of this document in the publications section of the PSC's Web site ([www.psc-cfp.gc.ca](http://www.psc-cfp.gc.ca)).

## Expenditure Profile

### Spending Trend

The following graph illustrates the PSC's spending trends trend from 2005-2006 to 2011-2012. This graph includes planned spending for Assessment Services for which the PSC, since 2005-2006, has had the approval from Treasury Board to use cost recovery.



**Note 1: In 2005-2006, revenues were returned to the Consolidated Revenue Fund.**

### Analysis of spending trend

Planned spending for 2009-2010 of \$95,120K represents a decrease of \$10,313K from forecast spending of \$105,433K in 2008-2009. The decrease is due primarily to funds received in 2008-2009 and not part of the 2009-2010 budget: carry forward of \$4,770K, reprofiled resources of \$2,341K for an IT project, and \$2,811K for various salary adjustments. In addition, the 2009-2010 budget has been reduced through the Human Resources Horizontal Review (\$3,134K) and procurement savings (\$270K). In 2009-2010, the Public Service Staffing Modernization Project (PSSMP) will receive increased funding of \$1,363K and the PSC should be in a position to generate \$1,650K of additional revenues.

Planned spending of \$94,977K in 2010-2011 represents a decrease of \$143K from planning spending of \$95,120K in 2009-2010, and is mainly due to budget reductions related to procurement savings.

For the year 2011-2012, the decreases of \$8,426K in planned spending is associated primarily with a reduction in the Public Service Commission's reference levels of \$1,518K related to the additional resource reduction resulting from the Human Resources Horizontal Review (for a total of \$4,652K over 3 years), a reduction of \$6,757K for the funding of the Public Service Staffing Modernization Project (PSSMP) and a reduction of \$268K related to procurement savings offset by an adjustment for employee benefit plans of \$117K.

### ***Voted and Statutory Items***

This table indicates the information presented to Parliament before approving a supply bill. Parliament approves the voted items on an annual basis and the statutory items are displayed for information purposes only.

Vote or Statutory Item	Truncated Vote or Statutory Wording	2008-2009 Main Estimates	2009-2010 Main Estimates
		(\$ thousands)	
95	Program Expenditures	84,955	79,815
(S)	Contributions to Employee Benefit Plans	11,673	11,952
	Total Voted and Statutory Items	96,628	91,767

The difference between the 2009-2010 Main Estimates of \$91,767K and the 2009-2010 planned spending of \$95,120K is due to the inclusion of funding related to the PSSMP (\$6,670K approved by Treasury Board Ministers in the fall 2008 and to be included in Supplementary Estimates "A" of 2009-2010), offset by a budget reduction related to the Human Resources Horizontal Review (\$3,134K) and an adjustment to the Employee Benefit Plans of \$183K.

## **Section II – Analysis of Program Activities by Strategic Outcome**

### **Public Service Commission Strategic Outcome**

The PSC has one strategic outcome:

*To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.*

The PSC has four program activities in support of its strategic outcome:

- 1.1.0 Appointment Integrity and Political Neutrality
- 1.2.0 Oversight of Integrity of Staffing and Political Neutrality
- 1.3.0 Staffing Services and Assessment
- 2.1.0 Internal Services

### **Performance Indicators, Strategy, Target and Reporting Frequency**

The following table identifies the performance indicators and performance measurement strategies for reporting on the achievement of the PSC's strategic outcome on an annual basis. The achievement of the strategic outcome over time will be measured primarily through longer-term trends identified as a result of the PSC's analysis of annual data and ongoing audits and studies, as well as from the five-year evaluation of the *Public Service Employment Act* (PSEA).

## Public Service Commission Strategic Outcome

*To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.*

Indicators	Performance Measures
<b>Flexibility and Efficiency</b> <ul style="list-style-type: none"> <li>FLEX/EFF-1: Improved manager satisfaction with flexibility in making appointments;</li> <li>FLEX/EFF-2: Reduced length of time for hiring process; and</li> <li>FLEX/EFF-3: Progress with appointee satisfaction regarding duration of appointment process.</li> </ul>	<ul style="list-style-type: none"> <li>FLEX/EFF-1: under development</li> <li>FLEX/EFF-2: the staffing statistic shows no concern and the organization demonstrates related innovative or noteworthy practices</li> <li>FLEX/EFF-3: under development</li> </ul>
<b>Merit</b> (includes Competencies and Official Languages) <ul style="list-style-type: none"> <li>MER-1: Managers' satisfaction with quality of hires;</li> <li>MER-2: Percent of non-imperative appointments where the person does not meet the official language profile within the time periods prescribed by regulations;</li> <li>MER-3: Candidates' perceptions on whether actual job requirements match advertised requirements;</li> <li>MER-4: Candidates' perceptions on whether the posted qualifications and criteria for positions are bias-free and barrier-free;</li> <li>MER-5: Trends in founded Public Service Staffing Tribunal (PSST) complaints and PSC investigations into staffing; and</li> <li>MER-6: Trends in in-house investigations and founded complaints.</li> </ul>	<ul style="list-style-type: none"> <li>MER-1: under development</li> <li>MER-2: no situation exceeding two years</li> <li>MER-3: under development</li> <li>MER-4: under development</li> <li>MER-5: no founded PSST complaints or PSC investigations into staffing</li> <li>MER-6: no founded complaints into staffing based on in-house investigations</li> </ul>
<b>Non-partisanship</b> <ul style="list-style-type: none"> <li>NP-1: Managers' perceptions of external pressure to select a particular candidate; and</li> <li>NP-2: Number of founded complaints related to political influence in staffing.</li> </ul>	<ul style="list-style-type: none"> <li>NP-1: under development</li> <li>NP-2: no founded PSC complaints related to political influence in staffing</li> </ul>
<b>Fairness</b> <ul style="list-style-type: none"> <li>FAIR-1: Candidates' perceptions of the fairness of the assessment process; and</li> <li>FAIR-2: Percentage of acting appointments that become indeterminate in the same or similar position in the same organization.</li> </ul>	<ul style="list-style-type: none"> <li>FAIR-1: under development</li> <li>FAIR-2: the staffing statistic shows no concern</li> </ul>
<b>Transparency</b> <ul style="list-style-type: none"> <li>TRANS-1: HR plans and staffing strategies are communicated on organizations' Web sites and contents are clearly communicated to employees and managers;</li> <li>TRANS-2: Organizations demonstrate consultation and communication of staffing-related information to unions;</li> <li>TRANS-3: Length of time job openings posted; and</li> <li>TRANS-4: Candidates' perceptions of openness and transparency in internal staffing.</li> </ul>	<ul style="list-style-type: none"> <li>TRANS-1: current HR plans and staffing strategies are communicated to employees in a timely and transparent manner</li> <li>TRANS-2: the organization communicates with and consults unions on staffing issues in a timely and transparent manner</li> <li>TRANS-3: the staffing statistic shows no concern</li> <li>TRANS-4: under development</li> </ul>
<b>Access</b> <ul style="list-style-type: none"> <li>ACC-1: Ratio of non-advertised external processes to total;</li> <li>ACC-2: External processes advertised nationally to total;</li> <li>ACC-3: Ratio of non-advertised internal processes to total; and</li> <li>ACC-4: Trends of managers' selection of staffing process.</li> </ul>	<ul style="list-style-type: none"> <li>ACC-1: the staffing statistic shows no concern</li> <li>ACC-2: the staffing statistic shows no concern</li> <li>ACC-3: the staffing statistic shows no concern</li> <li>ACC-4: under development</li> </ul>
<b>Representativeness</b> <ul style="list-style-type: none"> <li>REP-1: Staffing strategies – EE (distribution of hires versus work force availability); and</li> <li>REP-2: Number and percentage of internal and external staffing advertisements with EE provisions – to enhance access of EE group members to public service positions.</li> </ul>	<ul style="list-style-type: none"> <li>REP-1: the staffing statistic shows no concern</li> <li>REP-2: the staffing statistic shows no concern</li> </ul>

## Program Activity 1.1.0 – Appointment Integrity and Political Neutrality

The Appointment Integrity and Political Neutrality activity develops and maintains a policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes establishing policies and standards, providing advice, interpretation and guidance and administering delegated and non-delegated authorities.

Program Sub-activities

Policy, Regulation,  
and Exclusion  
Approval Orders

Delegated  
Appointment  
Authorities

Non-delegated  
Authorities

Political Activities

Information, by sub-activity, can be found in the electronic version of this document on the publications section of the PSC's Web site at <http://www.psc-cfp.gc.ca>.

The PSC will dedicate the following resources to this program activity. This table indicates the program activity's expected result and the performance indicators that will serve to monitor performance.

Human Resources (FTEs) and Planned Spending (\$ thousands)					
2009–2010		2010–2011		2011–2012	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
101	10,672	101	10,628	101	10,628

### Expected Result

Recruitment strategies and staffing practices consistent with the PSEA and PSC strategic outcome are implemented across the public service

**Performance Indicator 1:** Level of success in implementing recruitment strategies and staffing practices consistent with the new PSEA and PSC strategic outcome across the public service

**Target:** Satisfactory evaluation findings on the implementation of the new PSEA

**Reporting Frequency:** Five-year PSEA review

**Performance Indicator 2:** Number of delegation instruments with limitations or conditions imposed by the PSC

**Target:** Zero

**Reporting Frequency:** Annual

**Performance Indicator 3:** Number of complaints to PSST

**Target:** Under development

**Reporting Frequency:** Annual

### **Planning Highlights:**

In preparation for the five-year legislative review of the PSEA, the PSC will undertake a policy review and focused studies to determine whether the objectives of the PSEA and the PSC's strategic outcome have been achieved. Through various consultations with stakeholders (including bargaining agents), research and analysis of existing information, the PSC will develop evidence-based recommendations for evaluating the legislation by 2010-2011.

One of the major projects that will be undertaken as part of the five-year legislative review will be the review of the PSC Appointment Policy Framework. The Appointment Policy Review will ensure a harmonized suite of policies that meet legislative requirements and staffing values and provide clear expectations and direction to delegated deputies and managers with respect to their staffing responsibilities.

A key ongoing commitment is the provision of advice and the development of tools to enhance organizational approaches to staffing. The PSC ensures that departments and agencies, managers and HR professionals receive relevant policy information and advice in a timely manner and on an ongoing basis.

The PSC will continue to support the delegation of appointment authorities to departments and agencies through the provision of advice and assistance as well as through learning products and direct services. In early 2009, the PSC will implement a more integrated approach for the provision of staffing advice and services to enable departments and agencies to more fully exercise their delegated authorities.

Additional PSC commitments for FY 2009-2010 include continuous improvement of Priority Administration to reflect changes to the legislative framework as well as to accommodate modernized staffing and modification of the approach to monitoring the former and new Public Service Official Languages Exclusion Approval Order (PSOLEAO) to ensure consistency. The PSC will continue to provide timely authoritative advice and interpretation regarding priority entitlements and continue to refine the priority system to respond to public service-wide needs for accurate and timely information.

In FY 2009-2010, political impartiality will be enhanced through the continued analysis of requests and, if appropriate, the granting of permission and leave for public servants to be candidates in federal, provincial, territorial or municipal elections. This includes the continuous review of the approval process for those seeking political candidacy so that PSC decisions are rendered expeditiously and impartiality remains protected. Communication will be strengthened to increase employees' awareness of their rights and responsibilities under the PSEA. PSC monitoring activities will continue to ensure compliance.

The PSC will review and refine the data collection processes for estimating EE group statistics for reporting purposes. The PSC will finalize its research into the drop-off in EE groups in the public service. The work will focus on the removal of barriers and the development of strategies and tools for departments and agencies.

## Program Activity 1.2.0 – Oversight of Integrity of Staffing and Political Neutrality

The Oversight of Integrity of Staffing and Political Neutrality activity provides an accountability regime for the implementation of the appointment policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes monitoring departments' and agencies' compliance with legislative requirements, conducting audits, studies and evaluations, carrying out investigations and reporting to Parliament on the integrity of public service staffing.

☞ - Information, by sub-activity, can be found in the electronic version of this document on the publications section of the PSC's Web site at <http://www.psc-cfp.gc.ca>.

### Program Sub-activities

Monitoring of Staffing

Audit, Evaluation and Studies

Investigations and Early Intervention Mechanisms

The PSC will dedicate the following resources to this program activity. This table indicates the program activity's expected results and the performance indicators that will serve to monitor performance.

Human Resources (FTEs) and Planned Spending (\$ thousands)					
2009–2010		2010–2011		2011–2012	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
202	21,706	202	21,677	202	21,677

### Expected Result

Organizations have implemented PSC monitoring and audit recommendations and corrective action as a result of investigations that contribute to safeguarding the integrity of staffing and political neutrality

**Performance Indicator:** Percentage of PSC audit recommendations and corrective action implemented by organizations

**Target:** 100 %

**Reporting Frequency:** Annual

### Expected Result

Enhanced risk-based oversight of the integrity of public service staffing

**Performance Indicator:** Percentage of coverage of oversight activities (monitoring, audits, evaluations and studies)

**Target:** 100%

**Reporting Frequency:** Annual

### **Planning Highlights:**

The PSC will continue to monitor departments and agencies to assess their compliance with legislative requirements of the PSEA in the context of their delegated authorities. Although the PSC achieved a 60% reduction on the reporting burden over the last year on DSARs, the PSC will continue to refine the DSAR process to ensure effectiveness and to further streamline the process, with emphasis on reducing the reporting burden for smaller organizations.

The PSC will conduct independent audits, evaluations and studies and report to Parliament on the integrity of the appointment process. Continued emphasis will be placed on building capacity by establishing a robust management framework and a professional development program and by refining processes and practices.

The PSC will also implement the recommendations resulting from the review of the PSC oversight function. The review, completed in January 2009 by an independent committee, confirmed the appropriateness and level of effort of the PSC's current approach to oversight and provided a number of valuable recommendations to support the refinement and ongoing improvements of the PSC's oversight function.

Additional planned commitments include performing 10 to 14 independent audits (organizational, government-wide and follow-up), studies and evaluations that are relevant and meet quality assurance standards and support the longer-term evaluation of the five-year review of the PSEA.

Through proactive presentations and increased consultation with key stakeholders, the PSC will improve outreach and coordination on oversight activities with organizations and auditors across government.

In 2009-2010, the PSC will strengthen its capacity and processes to ensure that it carries out investigations effectively. To help support this objective, the PSC plans to review and update its procedures and revise the way in which data is presented in an effort to simplify and streamline the investigation process. The PSC will also continue to develop a course with the Canada School of Public Service (CSPS) focused on helping departments and agencies develop their own internal, values-based approaches to resolve staffing-related complaints quickly and effectively. This course will also be used to help train new PSC investigators within the Investigations Branch.

## Program Activity 1.3.0 – Staffing Services and Assessment

The Staffing Services and Assessment activity develops and maintains systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This activity also includes delivering staffing services, programs and products to departments and agencies, to Canadians and to public servants, through client service units located across Canada.

Staffing  
Services

Assessment

Program Sub-activities

Information, by sub-activity, can be found in the electronic version of this document on the publications section of the PSC's Web site at <http://www.psc-cfp.gc.ca>.

The PSC will dedicate the following resources to this program activity. This table indicates the program activity's expected result and the performance indicators that will serve to monitor performance.

Human Resources (FTEs) and Planned Spending (\$ thousands) (Note 1)					
2009–2010		2010–2011		2011–2012	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
405	30,660	405	30,548	355	22,664

Note 1: Excludes \$14,000K of expenditures related to net voting activities offered on a cost recovery basis.

### Expected Result

Staffing and assessment services and products meet the business needs of clients and are consistent with the PSEA and the PSC's strategic outcome

**Performance Indicator 1:** Level of client satisfaction with PSC staffing and assessment services and products

**Target:** Satisfactory consultation and survey results

**Reporting Frequency:** Annual against three-year plan

**Performance Indicator 2:** Degree of consistency of staffing and assessment services and products with the new PSEA and the PSC's strategic outcome

**Target:** Satisfactory audit and study findings

**Reporting Frequency:** Determined by audit, study and evaluation plans

### **Expected Result**

To generate projected revenues for 2009-2010 while streamlining the business processes and continue the development of an enabling infrastructure to operate a successful cost recovery business

**Performance Indicator:** Amount of projected revenues earned

**Target:** Generate projected revenues

**Reporting Frequency:** Annual

### **Planning Highlights:**

The PSC will continue to offer high-quality staffing and assessment services for the public service that complement the services available within federal organizations. The second Report of the Prime Minister's Advisory Committee on the Public Service released in February 2008 recommended that the PSC move more fully to cost recovery for its staffing and assessment services, with appropriate involvement by deputy ministers in the governance of those services.

The PSC has created a Committee of Deputy Ministers to advise the PSC on issues concerning the delivery of its staffing and assessment services and related activities.

The PSC will analyze the impact of its current move to cost recovery and consider potential opportunities to augment the scope of its cost-recoverable services for client departments and agencies.

The PSC will continue to offer required services such as the centralized job seeker recruitment site for Canadians to apply for federal job opportunities. The PSC will also offer innovative solutions for recruitment to occupations with large numbers of applicants through increased availability of pools of assessed candidates and better use of existing electronic systems such as the Public Service Resourcing System (PSRS) to screen and assess candidates.

To help ensure that services remain relevant, efficient and cost effective, the PSC will establish clear service standards and will refine its service and product mix to best meet its statutory obligations and public service client needs across the country, including the Public Service Renewal initiatives.

The PSC will continue to lead the Public Service Staffing Modernization Project (PSSMP), a multi-year government wide initiative to modernize government hiring and provide common electronic systems and tools to help manage the volume of job applications. The project is being managed in two streams: Stream 1, the PSRS, also known as e-recruitment has been successful in streamlining the external hiring process and enabling successful implementation of the National Area of Selection (NAOS) policy. However, TB funding ends in March 2011 and organizations now need more modern features to keep up with the industry standards for recruiting and staying efficient (e.g., support for internal staffing, collective staffing, e-testing, and better marketing of Government of Canada jobs). In early 2009, PSC will bring forward a business case for an electronic solution to handle both internal and external staffing beyond 2011

(PSSMP Stream II). In the next two years, the PSC will implement a number of smaller projects to improve the current staffing system pending development and implementation of the more comprehensive solution.

The PSC will also continue to provide a range of assessment products and services via its Personnel Psychology Centre (PPC) and regional assessment operations. More specifically, the PPC offers a wide range of standardized selection tests along with professional services, including second official language evaluation (SLE), assessment consultation, test development, executive assessment and counselling services, advice on test accommodation for persons with disabilities, assessment research and test defence.

The PSC will advance its assessment innovation through activities such as increasing the number of selection tests available in e-test format, offering e-test administration services in its seven regional offices, assisting organizations interested in establishing their own e-test centres and developing innovative electronic assessment instruments suitable for test administration in non-proctored settings. The PSC will continue to modernize its SLE tools and services. In particular, the PSC is developing a new test system that will facilitate direct access to SLE test results for federal organizations. In 2009-2010, the PSC will complete the renewal of its suite of SLE assessment instruments used in staffing bilingual federal public service positions. The PSC will implement a new SLE reading comprehension test and will continue to monitor closely and report on service standards for the SLE Test of Oral Proficiency.

## **Program Activity 2.1.0 – Internal Services**

The Internal Services program activity develops and monitors corporate management planning frameworks and policies related to the Management Accountability Framework (MAF), finance, HRM, information technology (IT), communications and other administrative and support services; provides central services and systems in support of all PSC programs, including the offices of the President and Commissioners; and formulates and implements policies, plans, guidelines, standards, processes and procedures to support the decision-making process of the Commission.

The PSC will dedicate the following resources to this program activity. This table indicates the program activity's expected results and the performance indicator that will serve to monitor performance.

<b>Human Resources (FTEs) and Planned Spending (\$ thousands)</b>					
<b>2009–2010 (Note 1)</b>		<b>2010–2011</b>		<b>2011–2012</b>	
<b>FTEs</b>	<b>Planned Spending</b>	<b>FTEs</b>	<b>Planned Spending</b>	<b>FTEs</b>	<b>Planned Spending</b>
281	32,082	281	32,124	278	31,582

Note 1: - Information on Internal Services Breakdown for 2009-2010 can be found in the electronic version of this document on the publications section of the PSC's Web site at <http://www.psc-cfp.gc.ca>.

### **Expected Result**

Sound and effective management practices and support functions for the delivery of PSC's mandate

**Performance Indicator 1:** Clean audit opinion from the Office of the Auditor General (OAG) on PSC Financial Statements

**Performance indicator 2:** Maintain high MAF results for the PSC

**Performance Indicator 3:** Organization's performance measurement framework supports decision making (i.e.: monthly reports, quarterly reporting on operational plan and ongoing financial reporting)

**Performance Indicator 4:** Successful implementation of key IT systems, including Record/Document/Information Management System (RDIMS), Public Service Resourcing System (PSRS) and PeopleSoft (an HR management tool)

**Performance Indicator 5:** Meet or exceed corporate service standards

### **Planning Highlights:**

The PSC is committed to building a model organization. The PSC strives to ensure that we have the organizational capacity and flexibility to respond effectively and efficiently to our evolving operational environment and emerging opportunities and risks.

Over the planning period, the PSC will continue to ensure that strong financial management controls are in place and will have independently audited financial statements. The PSC will also continue to use innovative business practices, including zero-based budgeting, to help us align funding allocations with identified priorities. The PSC will also assist its Staffing and Assessment Services Branch in the transition to operate more on a cost recovery basis.

The internal audit function will continue to incorporate new requirements for government auditing into its processes and deliverables, including Internal Audit Committee operations and broader assurance work.

As part of its commitment to the renewal of the public service, the PSC has established action plans in four key areas, including HR planning, recruitment, employee development and enabling infrastructure. Highlights from these plans include the introduction of an innovative talent management framework focused on the development and retention of employees, the continuing of a semi-annual "Employee Engagement Survey" designed to take the pulse of employees and the modernization of the PSC's HR information systems. The PSC will also be working to implement its revised values and ethics plan and will be measuring implementation with performance indicators.

Internal Services will support the President, Commissioners and Branches in promoting and communicating their strategic objectives and operational priorities and will enhance and support links with Parliament and our capacity to respond to Parliamentarians regarding emerging issues.

Over the planning period, clear standards will be developed for core services being provided internally including finance, HR, communications and IT.

Finally, the PSC will improve its ability to recover quickly from unforeseen events or disasters as well as maintain a high level of security for its information holdings. The PSC plans to invest and train users in several new key systems, including PeopleSoft and RDIMS. This investment will improve efficiencies and effectiveness in the areas of people and information management.

## **Section III – Supplementary Information**

### ***List of Supplementary Information Tables***

Supplementary information on the following tables can be found on the Treasury Board of Canada Secretariat's Web site at <http://www.tbs-sct.gc.ca/dpr-rmr/2009-2010/index-eng.asp>.

- Internal Evaluations
- Internal Audits
- Green Procurement
- Sources of Respendable and Non-Respendable Revenue

### ***Other Items of Interest***

☞ - Supplementary information on the following subjects can be found in the publications section of the PSC's Web site at <http://www.psc-cfp.gc.ca>.

- Organizational information
- Information by sub-activities
- Corporate Risk Profile and Mitigation Strategies

This document is available on the Treasury Board of Secretariat's Web site at <http://www.tbs-sct.gc.ca> and on the publications section of the PSC's Web site at <http://www.psc-cfp.gc.ca>.

